



UNITED STATES MARINE CORPS
TRAINING AND EDUCATION COMMAND
QUANTICO, VIRGINIA 22134-5027

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15 Dec 2003

TRAINING AND EDUCATION COMMAND ORDER 5420.1

From: Commanding General
To: Distribution List

Subj: TRAINING AND EDUCATION CENTERS OF EXCELLENCE (TECOE)

Ref: (a) MCO 1510.89A
(b) MCO P3500.72
(c) TECOMO 3501.1

Encl: (1) Sample Training and Education Continuums and Framework
for All Things T&E
(2) T&R Manual Development and Review Responsibility
Matrix

1. Situation. To establish the procedures, tasks and responsibilities for Training and Education Centers of Excellence (TECOE).

2. Mission. TECOEs serve as the focus for designated training and education issues within the Marine Corps. Their primary responsibility is the creation, maintenance, sustainment, and synchronization of the Training and Education Continuum for a particular Military Occupational Specialty (MOS), occupational field, warfighting function, or common military skill. TECOEs provide connectivity between the Operating Forces, Expeditionary Force Development Center (EFDC), Advocates, Marine Corps Systems Command (MCSC), the Marine Corps Warfighting Laboratory (MCWL), and Training and Education Command (TECOM). In concert with these organizations, TECOEs produce timely and relevant solutions for validated training and education requirements resulting from new technology, equipment, organizational changes, or doctrine.

a. **Occupational Field/MOS TECOEs** are dedicated to a specific occupational field or a specific MOS. These TECOEs are responsible for the training continuum for their respective occupational field/MOS even if all courses for that occupational field/MOS are not taught at that site.

b. **Functional TECOEs** include those centers focused on specific operational environments or warfighting functions such as cold weather operations, jungle operations, or command and control.

c. **Common Military Skills TECOEs** are responsible for a specific portion of the Marine Corps Common Skills program, such

as marksmanship and martial arts, which focuses on specific skills applicable to all MOSs per reference (a).

3. Execution

a. TECOEs will be established through a charter signed by the Deputy Commanding General (DepCG), TECOM. The charter will designate specific responsibilities and requirements for each TECOE based on the following core functions:

(1) Develop training continua for their respective occupational field/MOS, Functional area, or Common Skill. TECOEs will develop, in concert with advocates and Operating Forces, standards for MOS qualification and continuum-related follow on training for their respective training and education area of responsibility. TECOEs will identify and prioritize required distance learning products as well as training devices/simulators required to support training, and develop/review curricula in support of all training (to include applicable unit training). TECOEs will ensure that all portions of the training continuum (entry-level, skill progression, Professional Military Education (PME), unit, and Common Skill training) that affect their area of responsibility are mutually supporting and avoid unnecessary duplication. Enclosure (1) is a sample training and education continuum diagram.

(2) Responsible for the development and review of Training and Readiness (T&R) Manuals. DepCG, TECOM will designate those T&R Manuals for which appropriate TECOEs will be responsible. The TECOE directors are responsible for the development, staffing, and submission to DepCG, TECOM of assigned T&R Manuals. TECOM will publish an annual bulletin designating T&R Manual development and review requirements. Publication and review timelines and plan of action and milestones will be established by TECOE directors and approved by DepCG, TECOM. TECOM G3 will serve as the coordination point between the TECOEs and Ground Training Branch (GTB) and Aviation Training Branch (ATB) in the development of T&R Manuals. TECOM's GTB/ATB will function in Direct Support of those TECOEs designated as executive agent for specific T&R Manuals. General guidance for T&R Manual development and responsibility follows and is summarized in the matrix at enclosure (2):

(a) Pre-T&R Conference Actions

1 TECOE

a As directed by DepCG, TECOM, and in coordination with TECOM G3, develop POA&M and submit to TECOM G3

for inclusion in annual bulletin. POA&M is due to TECOM G3 NLT 1 Aug.

b Release initial T&R conference convening message 90 days prior to the proposed T&R conference date.

c It is recognized that it is primarily the Advocate's responsibility for creating a mission essential task list (METL). However, if one is not already established, construct a standardized METL for the occupational field/MOS, functional area, or common skill. This METL will serve as the starting point for the follow-on establishment of collective and individual T&R standards.

d Approve, consolidate and forward the final agenda to MARFORLANT, MARFORPAC, MARFORRES, appropriate Advocates and any other stakeholders in the respective community no later than 30 days prior to the conference.

e Arrange and prepare conference facility for the number of attendees and the conduct of the conference.

f As required, coordinate with TECOM G3 to obtain support required to assist in developing conference-convening message, facilitating the conference, preparing agenda, and other administrative matters.

2 TECOM G3

a As directed by DepCG, TECOM consolidate TECOE input and coordinate preparation of the annual T&R bulletin for DepCG, TECOM signature NLT 1 September. The annual bulletin will include data for the execution year plus the subsequent four years.

b Ensure support to TECOE in developing conference-convening message, facilitating the conference, preparing agenda, and other administrative matters.

c As requested, assist the TECOE in development of a standardized METL.

d Coordinate funding to TECOE personnel, MARFORLANT, MARFORPAC, MARFORRES, and appropriate major subordinate commands.

(b) T&R Conference Actions

1 TECOE

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a Take appropriate action to ensure T&R conference has appropriate representation.

b Serve as conference chairperson, facilitator, and CG, MCCDC voting representative. Facilitator responsibilities include leading the discussions, calling for votes by voting representatives, and tallying final votes on all matters impacting the T&R Manual. Ensure manual development is per reference (b).

2 TECOM G3

a Coordinate assistance required by TECOE.

b As requested by TECOE, assist in the facilitation of the T&R Conference by soliciting inputs, maintaining the Record of Proceedings and ensuring the T&R Manual development is per reference (b).

(c) Post T&R Conference Actions

1 TECOE

a Draft and release a conference report message to COMMARFORLANT; COMMARFORPAC; COMMARFORRES; CG, MCCDC; respective Advocates; and the organizations represented at the conference within 10 working days of conference completion.

b Approve draft T&R Manual prior to posting to website.

c Release staffing message to all required organizations. Staff the manual to all appropriate organizations. Receive all staffing comments, deconflict, and forward completed manual to CG, TECOM for approval NLT 60 days after staffing.

2 TECOM G3

a Coordinate support to the TECOE in preparation of the conference report message.

b Ensure approved input is incorporated into electronic copy of the draft manual. Post manual to the appropriate TECOM website once approved by CG, TECOM.

(3) **Serve as TECOM representative on Advocate forums.** TECOE directors, or their designated representative, will serve as the TECOM representative on Advocate Operational Advisory Groups (OAG) per reference (c). TECOE directors will also advise

the TECOM G3 of any other forums for which the respective TECOE should serve as the TECOM representative in order to update reference (c).

(4) **Assign Action Officers in support of acquisition programs.** TECOM has a partnership obligation with MCSC to ensure that required training education, manpower, equipment, facilities, and funding are in place to support training and education prior to the fielding of equipment. TECOM G3 will coordinate with MCSC to identify all programs that fall under a TECOE's area of cognizance. Each impacted TECOE will be provided with written notification of programs for which it will assume lead and coordination for TECOM. For those programs, the TECOE will ensure that appropriate AOs are assigned and their names provided to TECOM G3 and MCSC. The AOs will serve as TECOM representatives at all MCSC integrated product teams (IPT), and such other forums as may be required. The TECOE will ensure that continuous coordination is maintained with MCSC and all other TECOM staff sections, and that the program office has developed Manpower and Training Plans for these programs that are fully supportable and resourced. Prior to each milestone decision for these programs, the TECOE will provide a recommended TECOM position to TECOM G3 and identify all training concerns with the program. TECOM G3 must approve direct liaison between a TECOE and MCSC. In those instances where MCSC directly contacts the TECOE, MCSC will be advised that they must contact TECOM G3 prior to taking any action.

(5) **Assist in the drafting of Doctrine and Tactics, Techniques, and Procedures.** TECOE directors will coordinate with Doctrine Division, Marine Corps Combat Development Command (MCCDC), to identify those doctrinal publications for which they will serve as the proponent. Follow-on actions will be defined in MCBul 5603, Marine Corps Doctrinal Proponency Assignments. TECOE directors will ensure that approved doctrinal concepts are incorporated in applicable programs of instruction (POI).

(6) **Assign Action Officers (AO) to participate in MCWL experimentation.** TECOM G3 will coordinate with the MCWL to determine applicable participation by TECOEs in Marine Corps and Joint experiments. When designated, TECOEs will assign appropriate AOs to provide support for an experiment. TECOEs will provide regular updates to TECOM G3 and such other TECOM organizations or staff sections as may be appropriate. Upon conclusion of all experiments, the TECOE will submit a detailed report to CG, TECOM (G3) identifying lessons learned and recommendations, to include experimental capabilities that should be transitioned and actions being taken by MCWL to ensure the

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transition. TECOM G3 must approve direct liaison between the TECOE and MCWL.

4. Administrative and Logistics


a. Recommendations for changes to this Order may be submitted to CG, TECOM (G3).

b. TECOE charters will direct a thorough assessment of the additional workload and responsibilities being imposed as a result of the TECOE designation. Following this assessment, directors will submit to CG, TECOM a fully justified list of additional resources required to accomplish the TECOE mission.

5. Command and Signal

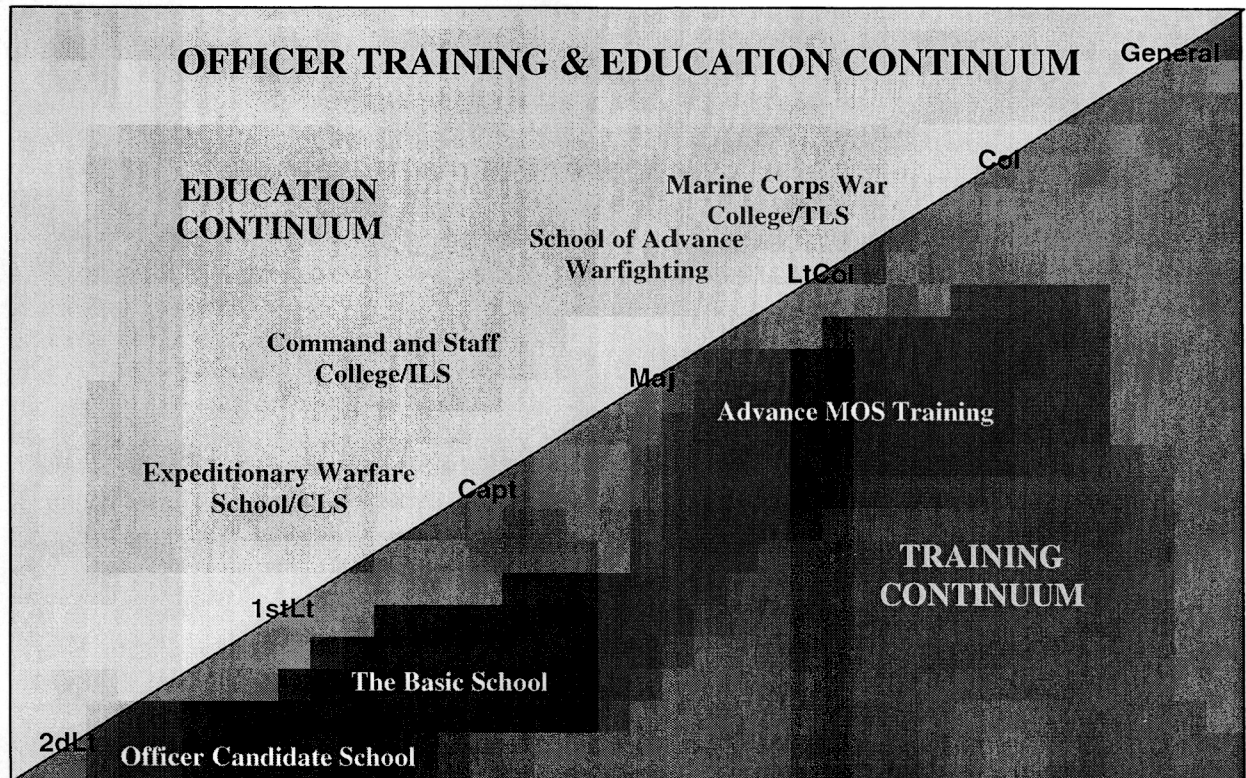
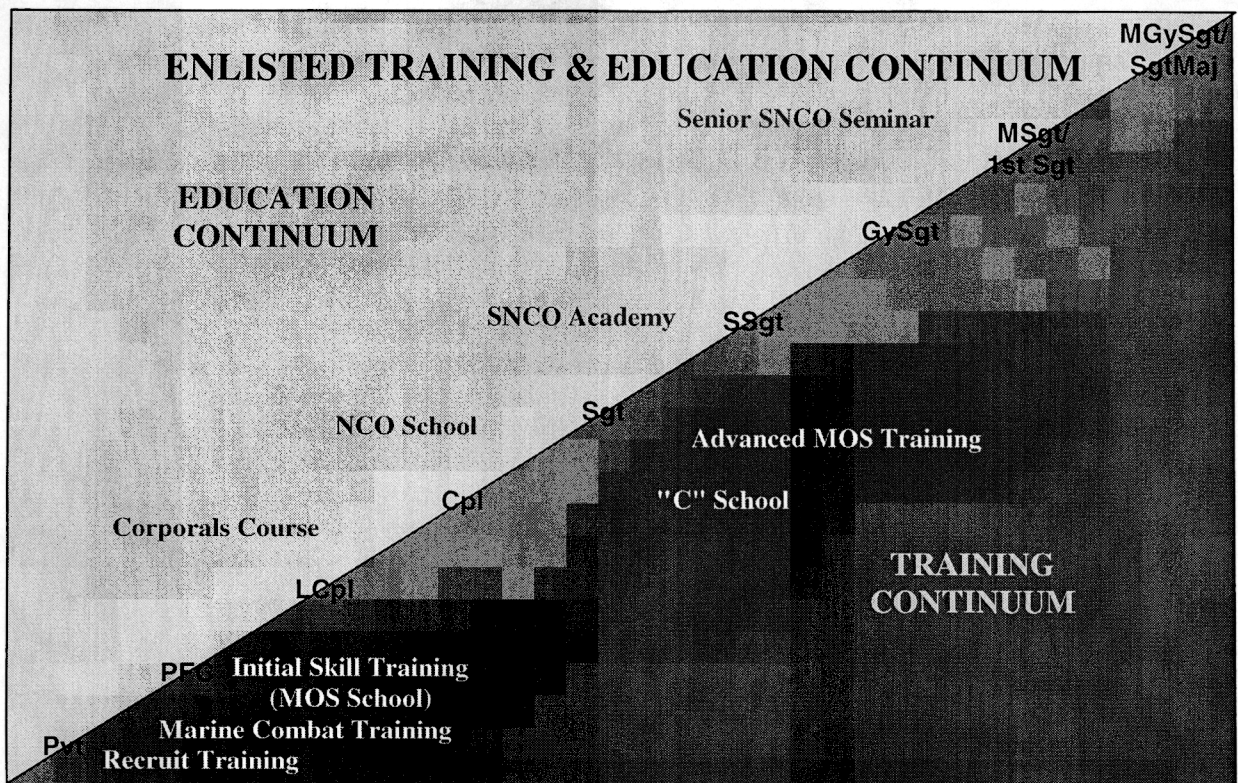
a. Command. The TECOE directors are TECOM special staff officers. As such, recommendations, decisions and actions directed external to TECOM will be consistent with CG, TECOM's position or view on a particular Training and Education matter. Accordingly, all external actions as the director of a TECOE will be fully coordinated with the TECOM staff and CG through the normal staff action process.

b. Signal. Correspondence, directives, and other written material signed and issued by a TECOE director will be signed either "By direction" or forwarded for signature by the CG or DepCG, via the TECOM G3. Copies of all "By direction" correspondence will be forwarded to the TECOM Staff Secretary and to TECOM G3.

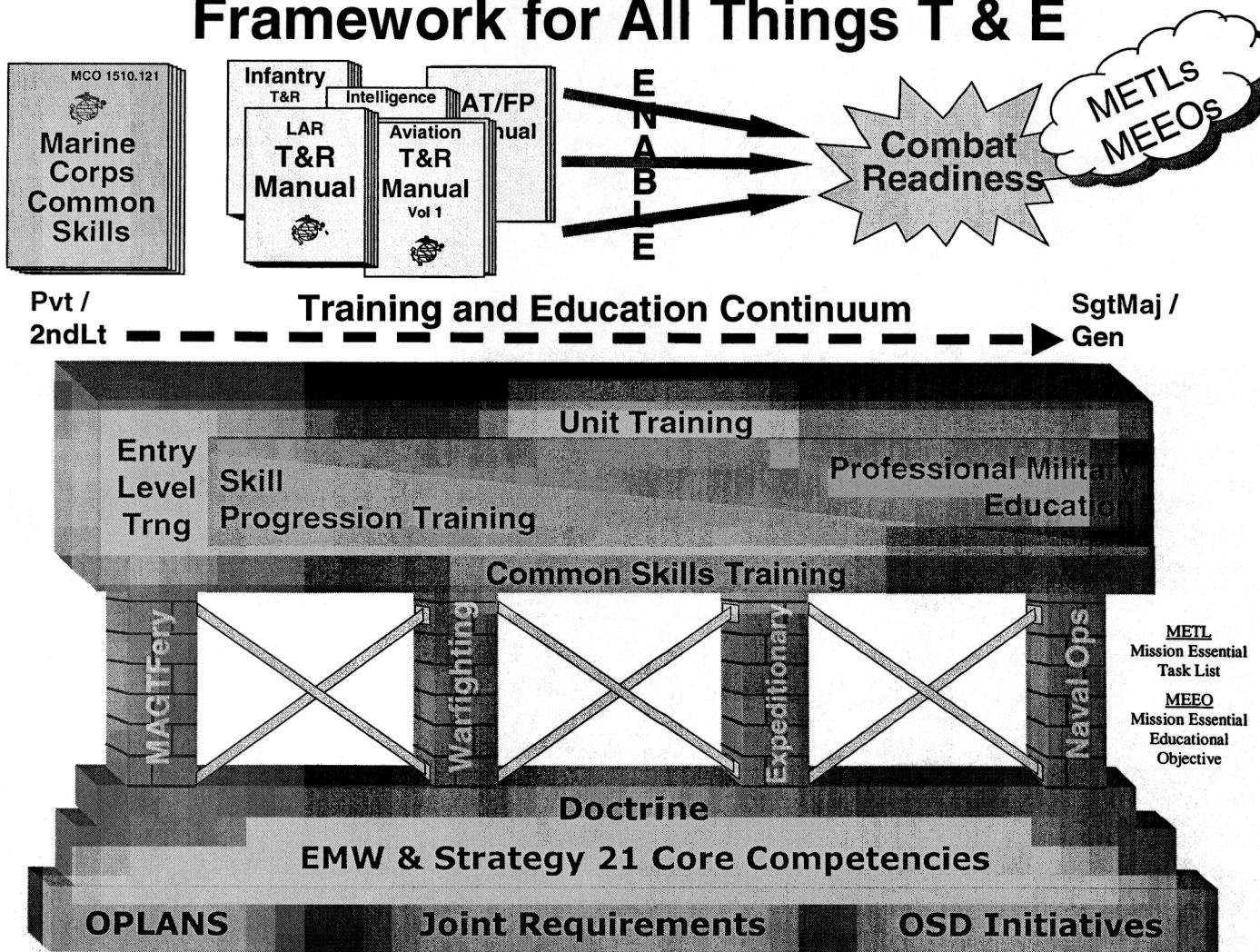

T. S. JONES

DISTRIBUTION: Internet

Sample Training and Education Continuums



Framework for All Things T & E



T&R MANUAL DEVELOPMENT AND REVIEW RESPONSIBILITY MATRIX

TECOE <i>Lead Activity for all below listed actions</i>		TECOM G-3 <i>Coordinator of below actions involving TECOM staff</i>	TECOM GTB/ATB <i>Direct support to TECOE for all T&R Manual development and review actions, and as directed by TECOM G-3</i>		
Pre T&R Conference					
Develop POA&M for T&R Bulletin	Release T&R Conference Message	Obtain or Prepare METLs	Publish T&R Bulletin	Provide direct Support for Conference preparation	Coordinate funding for T&R Conference
T&R Conference					
Host T&R Conference	Provide Chairperson	TECOM Staff Coordination and GTB/ATB support			
Post T&R Conference					
Prepare and Release Conference Report	Post Draft T&R Manual to NMCI	Prepare and Release T&R Manual Staffing message	Provide direct support for Conference Report	Provide direct support for T&R Manual posting to NMCI	